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PROFILES

Barry Stupine: Meeting the Challenge



If you are looking for Barry Stupine, the young, tousle-haired director of the Small Animal Hospital, and associate dean for Administration, you may have to search the hospital and laboratories. Stupine, who came to the Small Animal Hospital three years ago, is not an administrator who spends his days at a desk. Instead, he's everywhere in the hospital, darting in and out of doorways, giving a friendly smile and a wave to everyone. He takes time to listen and to talk to all, and his words are accompanied by many gestures.

Barry likes challenges on the job, on the racquetball court, and in his favorite pastime, mathematical games. He assumed the directorship of the Small Animal Hospital in 1978, because it would be stimulating; and so it is. Stupine became the first non-veterinarian to administer a small animal hospital affiliated with a veterinary school and a trend began. Today, about five other schools have hired professional administrators for their veterinary hospitals. Stupine helped to establish a professional organization for these administrators, and they meet annually to exchange views and experiences.

The hospital environment is not new to Stupine. While studying for an MBA in health care administration at George Washington University, he spent one year at HUP as administrative resident. After receiving his master's degree, Stupine stayed at HUP for one year as evening administrator and as assistant administrator of the hospital. The next six years were spent as associate administrator at the Hospital of the Medical College of Pennsylvania, and it was from there that Barry came to the Small Animal Hospital. In addition to his master's degree, Stupine holds an undergraduate degree in economics from Temple University.

Since beginning his tasks at the Veterinary School, Stupine has made many changes directed toward making the Small Animal Hospital the best. He streamlined procedures, and organized the hospital to parallel those of a human hospital, though he notes that, "An animal hospital is unique because there is no third party insurance; clients must pay for the

services and the costs to the client are not tax-deductible. We therefore must be very cost-conscious."

Expenses are important to the client, the hospital and the school. "The school is mandated to break even, and it has for the last three years, without a rise in tuition," Stupine said. "We even have been able to pay back some of our debt to the University. The hospital itself does lose some money; last year we spent \$1.7 million and took in \$1.5 million, the smallest loss in recent history. In a teaching situation, some procedures just cannot be charged in full to the client." Bills, however, are now itemized by *units of actual services* to determine where revenue is generated and an incentive system for clinicians and staff has been instituted to encourage the complete recording of treatments and charges.

Shortly after his arrival, Stupine discovered a shortage of staff and technicians. "This is a teaching hospital and to provide proper service, one must have proper staff," he said. Currently interns number ten and there are fourteen residents, in addition to about thirty-five faculty members from the Department of Clinical Studies. The number of veterinary nurses has been increased to eight in the wards, and a registered nurse is in charge of the operating rooms. The intensive care unit is currently staffed around the clock with trained nurses. Also, the clinician on duty in most of the sections of the Department of Clinical Studies can now be reached for emergency consultation through a beeper.

The hospital now serves about 17,000 cases each year and the emergency service, which handles 5,000 cases annually, has been upgraded by adding staff during evening and weekend hours. Also, to meet the need, a Parvovirus isolation ward has been added. The clinical laboratory is now open evenings and weekends. The referral service has been improved and a system has been instituted to keep the practitioner informed. "When a case has been seen at the hospital," Stupine said, "we send a post card to the referring veterinarian, giving him the date and the name of the clinician in charge. We then furnish clinicians with a form to complete for treatment and diagnosis and request that they return it to the appointment secretaries. Then the forms are mailed to the practitioner. We have also installed a special telephone line to get the referring veterinarian through to the appointment desk; thirty percent of our cases are referred." Stupine believes that although we have taken some steps to improve our referral procedures, still more needs to be done.

The medical records retrieval system has been improved by hiring a medical records librarian. "We now have ninety-eight percent of the records on hand at the proper time," Barry advises. "This has improved morale. Clinicians no longer need to horde records for fear of never being able to find them." The

white coats with the clinician's name on them are further evidence of Stupine's professional philosophy as are the uniforms of each student who works at the hospital.

Despite his many tasks, Barry still finds time to lecture to students and conduct seminars for students and practitioners on the business aspects of veterinary practice. He also helps other veterinary schools with administrative problems and serves as a consultant to the federal government in the area of distress grants for medical and veterinary schools.

When Stupine arrives at home, the Small Animal Hospital becomes secondary to playing with his two children, tossing a ball for his golden retriever, or settling down with a mathematical puzzle. He relaxes by playing the piano and works off his nervous energy lifting weights or playing racquetball.

The new hospital will bring additional concerns to its administrator because of higher utility costs and greater space to maintain. But this doesn't worry Barry Stupine because he knows that the new building, with its expanded diagnostic and treatment facilities, will make the Veterinary Hospital of the University of Pennsylvania "the best veterinary hospital in the world."

Dr. William Boucher: The Teacher



"Big Bill," as he is affectionately known to several thousand graduates and to many of his faculty colleagues, has participated in many great changes at the School of Veterinary Medicine and, yet, has remained virtually unchanged himself. This immediately tells us a great deal about the character of Dr. William Boucher.

Dr. Boucher joined the faculty in 1940 as an Assistant Instructor and is now Professor of Veterinary Medicine. He will retire on December 31, 1981. Dr. Boucher is a man of formidable physical proportions and strong opinions. For four decades he has stood out as a Rock of Gibraltar in the affairs of his alma mater. Bill Boucher is a very direct person, but by his own admission, he is quite reticent, especially when talking about his aims and ambitions. For example, when asked about plans for retirement, he quickly answered, "that's not for publication." When interviewed on other occasions, he used this same answer concerning certain achievements. As he nears retirement, he does admit to a "real satisfaction" and a "sense of achievement" in knowing that he has devoted a lifetime of work to "something good."

Despite his lifelong interest in farm animals Dr. Boucher was not reared as a farm boy. He spent his early life in Millington, NJ, about forty miles west of New York City. He spent a year at Bucknell University and then entered the Veterinary School.

When Bill joined the faculty in 1940, Dr. George A. Dick was dean and since that time three others have occupied that office—Dr. Raymond A. Kelsner, Dr. Mark W. Allam, and the present dean, Dr. Robert R. Marshak. Before Dr. Marshak became dean in 1973, he and Dr. Boucher had spent seventeen years together in clinical medicine. The first encounter between these two gentlemen is typical of both. In 1956, Dr. Marshak had come to Philadelphia in response to an invitation from Dean Allam to interview for a position of professor of medicine. During his visit, he attended a dinner at New Bolton Center and met the clinical staff. During the course of the evening, he recalls that he was the subject of a "harrowing inquisition" by "a large individual, who was both unsmiling and unimpressed"—Dr. Boucher. In his own turn, Dr. Boucher admits that he had Dr. Marshak "on the grill." Despite this rather ominous beginning, both men came away with a feeling of respect for one another. Dr. Boucher soon came to believe that "here was our man," and Dr. Marshak, who became professor of medicine, decided that he wanted Bill Boucher as a mainstay in his department. The relationship ripened over the years with each complementing the other in important ways. Today, Dean Marshak counts Bill Boucher as "one of my closest friends."

Dr. Boucher is recognized as an accomplished clinician and a proven administrator, but most of all, he is a teacher. When he joined the faculty, he resolved to dedicate himself to the improvement of the teaching of medicine, as it pertained to farm animals. From 1940 to 1968, he was associated with the ambulatory clinic, later called the field service unit. In this work, he took groups of students to farms as part of their clinical training program. Initially, the ambulatory clinic had its headquarters in Philadelphia and traveled to farms that were then located in the southwestern outskirts of the city and in New Jersey. In 1945, after the clinic moved to Media, PA, the

Boucher family moved to the second floor of the clinic building, while small groups of students lived on the first floor. Many graduates fondly look back upon this experience as they were close to Mrs. Boucher's fabulous cooking. Ultimately the service moved to New Bolton Center where it was greatly expanded once the school went on to a direct-practice basis. In this work, Dr. Boucher developed his uncommon ability as a diagnostician and students learned the value of careful physical examination, history taking, and inspection of the farm premises. Today, Dr. Boucher views the ready availability of blocks of diagnostic tests with mixed feelings. He recognizes that while they do offer improved diagnostic techniques, they also tend to deter the clinician from making careful examinations.

Dr. Boucher is known and appreciated by students for his organization of lecture material and for his ability to act as a bridge between the practical aspects of medicine and the increasingly complex body of scientific information. He encourages younger faculty members to obtain advanced training while he devotes his attention to teaching and providing clinical service.

The fact that Dr. Boucher has remained more or less unchanged should not be taken to mean that he is not adaptable to new situations. This is borne out by his statement that "I always do it the way I see it at the time." This attitude is reflected in the role he played in a major change that took place in the clinical department. At one time, the members of the department were grouped as equine clinicians and bovine clinicians, as well as in groups for other farm animals. As the teaching of clinical subjects became more complex, it became evident that a different staff arrangement was needed. A division was made on the basis of medicine and surgery, rather than on a species basis. At the time (and even today), Dr. Boucher's personal preference was for things to remain as they were. However, he did recognize that "times had changed" and he supported the change since it was necessary to improve teaching methods.

Dr. Boucher's contributions as a teacher and clinician have been recognized through various awards. In 1979, the Pennsylvania Veterinary Medical Association selected him as *Distinguished Veterinarian*. In 1968, he was the recipient of the Norden Teaching Award, and in 1981, he received the *Christian and Mary Lindback Award for Distinguished Teaching*. The prestigious Lindback award is made each year to eight teachers selected from the University at-large. Dr. Boucher was cited as a "superlative teacher who has contributed immeasurably to student attainment of clinical acumen."

No story about Bill Boucher would be complete without mentioning his family. They have always been a part of everything he has done at the School of Veterinary Medicine.

Almost from the very beginning of his teaching career, Bill and his lovely wife, Doris, have opened their home to students. As Bill says, "Doris was always genuinely interested in people, and has especially enjoyed her friendships with students. Opening our home to students has been our great pleasure." Many hundreds of graduates have fond memories of evenings spent with the Boucher clan. Bill would conduct a short "skull session," and then play his guitar while others joined in with other instruments. Later, Doris would serve some of her delicious baked goods. For many years, the Bouchers prepared a senior class picnic and also hosted Christmas dinner for students, interns, and residents who were on duty during the holidays. On one occasion, over sixty attended one of these festive affairs in the "home away from home."

Doris has always been active in student affairs. This includes the many hours she has spent helping with the annual Christmas Bazaar, held for the benefit of the Student A.V.M.A. She often prepares goodies for various functions to support the scholarship fund. Mrs. Boucher's service to the school has gone beyond these extracurricular activities, however. When the ambulatory clinic was stationed in Media, she spent much time in answering the telephone and keeping records. Bill says, "We seldom went out together for fear of missing a call from a client who needed our service."

The Boucher children grew up as a part of the school and contributed their part to making life more enjoyable for students and junior faculty. Today, most of them live far from home. One daughter, Holly, married a graduate of the class of 1970. Today, she and her husband, Dr. Luis Colon, live in Puerto Rico. The other two daughters, Cheryl and Joanne, are both married and live in California. Joanne has three children and teaches nursing, while Cheryl has one child and is involved in operating a day-care center. The only one of the children to remain close to home is Bill, who works for Wyeth Pharmaceuticals and lives in West Chester. The six grandchildren are an obvious delight to the grandparents. Despite the distances involved, the family visits as often as possible. On Alumni Day this year, all three daughters were in Philadelphia to renew friendships with many who had enjoyed the hospitality of their home.

Fortunately, the retirement of Dr. Boucher does not mean "adieu." Bill and Doris will continue to live in their comfortable home at New Bolton Center. Despite his declaration that his retirement plans are "not for publication," it is obvious that Bill plans to spend much time in gardening and on projects about the house.

Dr. Boucher's legacy is one that is not measured in terms of great scientific achievements, but rather in what he has given to people. Here's to Bill and his family for the many good things they have done to make the Veterinary School a better place. We wish them an abundant life. May the wind always blow at their backs.